

The Role of Digital Transformation in Shaping Broadcasting Management Practices in Malaysia TV Stations

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ABSTRACT

There has been a significant transformation in the broadcasting landscape in Malaysia because of the transition to digital technology. With a particular emphasis on content diversification, technological advancements, and multi-platform strategies, this study investigates the broadcast management strategies that Malaysian television stations have adopted to adapt to the digital era. We conducted interviews with key industry informants from the Department of Broadcasting (RTM), Media Prima Berhad, and Astro Malaysia. The research was qualitative in nature. The results shed light on three primary themes: (1) multi-platform digital transformation, (2) organizational resource optimization, and (3) challenges in digital implementation. We are discussing the following subthemes: adaptation to digital platforms, performance evaluation, risk management, and financial constraints. When it comes to ensuring competitiveness and sustainability in a media landscape that is constantly shifting, the study emphasizes the significance of innovation, strategic planning, and ongoing workforce training. We can implement recommendations to tackle the most significant challenges and enhance digital adoption.

Keywords: Digital Broadcasting, Multi-Platform Strategy, Resource Optimization, Malaysian Media, Digital Transformation, Broadcasting Challenges.

INTRODUCTION

The advent of digital technology has redefined the broadcasting industry globally, including in Malaysia. Digital platforms have replaced or supplemented traditional analogue systems, offering new opportunities and posing significant challenges for television stations (Ponnan & Ali, 2015). To stay competitive, Malaysian broadcasters must innovate in content delivery, audience engagement, and operational strategies. This research aims to explore the implementation of broadcast management strategies and identify challenges faced in the digital transformation era.

The shift to digital technology has influenced content production, distribution channels, and audience preferences. With platforms like over-the-top (OTT) streaming services, social media, and mobile applications dominating viewer engagement, broadcasters must adopt multi-platform approaches to maintain relevance. At the same time, they must address challenges such as financial constraints, cultural sensitivity, and workforce readiness to implement digital technologies effectively (Sadana & Sharma, 2021).

The digital era has transformed all facets of life, including those of the broadcasting industry. The advent of Internet technology introduces a novel framework in the broadcasting sector. Alterations in the broadcasting system have led to diversification within the broadcasting industry. In this digital age, competition within the broadcasting industry has intensified. This study addresses the challenge of transforming and diversifying television's business to sustain the broadcasting industry (Aminudin & Abrar, 2023).

This study intends to investigate the broadcast management strategies that Malaysian television stations have utilized in the age of digital technology, with a particular emphasis on their effectiveness and how they have been implemented. As an additional objective, it intends to investigate the difficulties and opportunities that are encountered by broadcasters during the process of adopting and adjusting to digital strategies.

The objectives of this study are:

- a) To analyse the existence of broadcast management strategies implemented by Malaysian television stations in the digital technology era.
- b) To examine the challenges and opportunities faced by broadcasters in implementing digital strategies.

LITERATURE REVIEW

Digital Transformation in Broadcasting

According to Cao et al. (2024), the digital revolution has made it possible for broadcasters to broaden their product offerings to include the use of over-the-top (OTT) platforms, social media, and live streaming services. Furthermore, adaptation to digital platforms not only enables the personalization of content and the transmission of material across multiple platforms, but it also accommodates the changing consumption behaviours of audiences.

Audiences are increasingly consuming audiovisual material on a variety of screen devices, including mobile phones, personal computers, tablets, and other electronic devices. Live television broadcasts continue to be the primary medium through which audiences receive visual content. As a result of this evolution, broadcast managers, executives, and production crews are required to adopt a dynamic approach. By ensuring efficient pre-production, production, and post-production operations, these individuals significantly contribute to the success of shows.

On the other hand, maintaining television programs that have a high demand and ratings continues to be a difficult undertaking (Jafri & Yahya, 2021). To thrive in the digital era, broadcasters need to make use of cutting-edge technologies such as artificial intelligence, data analytics, and enhanced streaming capabilities. The transmission of content is made easier by these technologies, which also provide significant insights about the tastes and behaviours of audiences. For instance, Malaysian broadcasters utilize these techniques to customize their content, resulting in a more engaging and unique viewing experience.

The application of artificial intelligence has the potential to revolutionize the management of broadcast media by boosting efficiency, personalization, and creativity. However, to successfully integrate it, it is necessary to overcome obstacles such as technical restrictions, budgetary constraints, and issues over ethics or regulations (Safira, 2024). Notwithstanding the potential for success in the digital arena, we must overcome substantial obstacles.

These obstacles include high implementation costs, a lack of skilled workers, and opposition to change. As a means of addressing these difficulties, broadcasters are required to make investments in staff training, foster an environment that encourages creativity, and establish robust collaborations with technology companies. Using these measures, production businesses can successfully traverse challenges, preserve their competitive advantage, and satisfy the ever-evolving requirements of their audience.

Audience Preferences in the Digital Era

The rise of real-time engagement platforms such as YouTube, Facebook Live, and Twitch underscores the shift toward live streaming and on-demand content. Studies highlight the need for broadcasters to leverage data analytics for content targeting and audience engagement (Bakhtiyarovna et al., 2024).

To understand audience behaviour, broadcast station companies leverage big data analytics to collect and analyse vast amounts of data from various sources, including social media platforms, streaming services, and website traffic. By analysing viewer preferences, engagement metrics, and geographic information, companies gain valuable insights into audience behaviour. These insights help in creating television content that resonates with the target audience, optimizing future content creation, and tailoring marketing strategies based on geographical preferences. (Ahmed et al., 2023).

Broadcasters, program producers, and content creators utilize television viewership ratings to assess the worth of their show and negotiate advertising rates with advertisers. Significant financial resources are allocated each year to the production of television programs and advertisements, necessitating dependable audience data to assess and enhance the efficacy of this investment. Ratings provide valuable data that guide programming selections, ensuring that the content broadcasted aligns with the target audience's preferences (Kapoor, 2024).

Organizational strategy functions as a framework that aligns the policies, goals, and activities of the organization. It combines long-term planning with operational execution, ensuring that all components of the organization function coherently toward common objectives.

According to Behnia et al. (2020), an organization's strategy is made up of its policies and goals that work together to make sense. They also say that it's an integrated way to make decisions and decide how to use resources. This comprehensive viewpoint allows organizations to manoeuvre through competitive landscapes, adjust to changing conditions, and maintain growth and performance over time.

Organizational Challenges in Digital Adoption

Challenges such as financial limitations, workforce training, and risk management remain critical in the adoption of digital technologies (Igben, 2024; Hidayat et al., 2024). Successful implementation requires organizational resource optimization and innovative revenue generation strategies.

Social trends, cultural dynamics, and the level of digital literacy among its audience greatly influence the ever-evolving environment of broadcasting. According to Toor et al. (2024), social trends are impacting the content and engagement methods of the media, which forces broadcasters to implement audience-centric approaches that are in line with the concepts that are now prevalent in society.

Cultural influences simultaneously shape the incorporation of technological advancements into broadcasting methods, underscoring the importance of delivering culturally sensitive programming. Literacy in digital media is an essential component that enables people to successfully browse and critically engage with content that is disseminated across the internet. Because broadcasting spreads trustworthy, current information, this is crucial during crises.

Bora et al. (2018) note that students verify the content they collect from social media before transmitting it. This indicates that there is a heightened expectation for precision and responsibility in the communication of information through the media. Because of this, there is a greater need for broadcasting platforms to verify the legitimacy of their broadcasts, as the dissemination of false information can intensify the fears and anxieties of the general population. Broadcasters could increase their position as dependable suppliers of information, particularly during times of societal instability, by adding cultural awareness and digital literacy initiatives to their broadcasting techniques.

For summarizing this, after considering the various ideas that were presented, it is evident that it is essential for long-term advancement to strike a balance between new ideas, empathy, and rules. The combination of cutting-edge technology such as artificial intelligence (AI) has a tremendous deal of advantages, but it also brings with it several challenges that need to be properly resolved to safeguard ideals in both businesses and societies. The combination of cutting-edge technology such as artificial intelligence (AI) has a tremendous deal of advantages, but it also brings with it several challenges that need to be properly resolved to safeguard ideals in both businesses and societies.

RESEARCH METHODOLOGY

Introduction

A qualitative research approach is utilized in this study to acquire a comprehensive understanding of the broadcast management strategies and issues that are encountered by Malaysian television stations. Researchers in this study investigate how big players in the TV broadcasting industry adapt to a media landscape that changes quickly due to new technologies, shifting audience tastes, and government rules. The primary

objective of this research is to gain knowledge about the subtle dynamics that influence television broadcasting. The purpose of this study is to establish a complete understanding of the operational frameworks and issues that are creating the landscape of Malaysian broadcasting by diving into the experiences that people working within the industry have lived through.

Data Collection

The primary method of data collection that was utilized in this investigation consisted of conducting semi-structured interviews with key informants who represented various roles within the broadcasting sector. These key informants included media managers, producers, and technical staff from three of the most prominent television broadcasters in Malaysia, which are the Department of Broadcasting Malaysia (RTM), Media Prima Berhad, and Astro Malaysia.

The purpose of these interviews was to facilitate open-ended talks, which would provide participants the opportunity to share their thoughts, experiences, and viewpoints on a variety of subjects. In addition, the interviews included the collection of nuanced details regarding the day-to-day reality of managing and maintaining broadcasting networks in a sector that is both competitive and dynamic. This ensured that the data collected for analysis was rich and detailed.

Sampling Strategy

We used a purposive sampling method to ensure that the collected data provided a comprehensive understanding of the subject matter. The use of this methodology was essential in the selection of ten (10) participants who have extensive knowledge and expertise that were pertinent to the objectives of the research. The study was able to gather a wide range of insights that are reflective of the operational and strategic realities of the media landscape in Malaysia because it focused on persons who are employed by the most major television broadcasters in the nation.

The purposeful sample method allowed for a thorough investigation into the issues and strategies that are common in Malaysian broadcasting. It also made sure that people with managerial, production, and technical roles could contribute their different points of view. This study represents three broadcasting organizations in Malaysia: The Department of Broadcasting Malaysia (RTM), Media Prima Berhad, and Astro Malaysia.

The data provides a summary of the demographic background of the informants from these organizations. The following is a broken-down list of the columns and profiles that are included: Informant Initials: The initials of the individuals who gave information to protect their privacy.

There are four individuals who are representatives of the Department of Broadcasting Malaysia (RTM). These individuals are all at least 48 years old and have substantial professional experience ranging from 24 to 30 years. They oversee specialized sections such as International Relations, Marketing and Promotion, Current Affairs, and Sports, where they hold high-ranking positions such as Chief Assistant Director, Director, and Assistant Director.

All three of Media Prima Berhad's informants are between the ages of 37 and 43, and their years of professional experience range from 12 to 21 together. The fact that they hold positions such as executive producer, senior TV producer, news presenter, and team lead for Islamic content demonstrates that they are primarily concerned with product management and production.

The youngest group of informants at Astro Malaysia are between the ages of 33 and 37, and they have between 9 and 14 years of professional experience. Their positions, which include Assistant Vice President, Supervising Producer, and Multiplatform Editor, are reflective of their emphasis on producing material that is both inventive and unscripted, as well as on producing content for several platforms.

Distribution of Gender: A predominance of males in the sample, with only three females among the ten individuals who provided information. Assistant Director, Senior TV Producer and News Presenter, and

Assistant Vice President are just a few of the important positions that these women occupy in their organizations.

Age and Experience: The older informants from RTM have the most experience, which serves to illustrate the possibility of a correlation between seniority and age. A shift toward engaging mid-career and emerging talents in fresh jobs is reflected in the fact that Media Prima and Astro have younger professionals on their payrolls.

Diversity of jobs: The jobs range from executive-level positions to topic-specific leads, demonstrating a wide spectrum of competence that encompasses administration, content creation, and production.

The demographic background shown below offers insights into the competence and diversity that exists within Malaysia's broadcasting business. It also serves as a basis for comprehending the professional opinions and contributions that individuals in this field have made.

Data Analysis

Using thematic analysis made it possible to find, study, and report patterns that were present in the data in a planned way. Using this method, the study was able to find major themes and sub-themes that give a full picture of the strategic and operational problems Malaysian broadcasters face.

Among the topics that were discussed were the allocation of resources, the adaptation of technology advancements, compliance with regulatory requirements, and tactics for audience involvement. By using this method of analysis, the researchers were able to find connections between the participants' real-life experiences and the bigger structural and environmental factors that affect the sector. The study makes a significant contribution to understanding the creative practices and ongoing difficulties that characterize the Malaysian broadcasting business by providing a synthesis of these findings.

FINDINGS AND DISCUSSIONS

These questions will be answered by the findings of the study:

- a) What broadcast strategy have Malaysian television stations employed in reaction to the era of digital technology?
- b) How have broadcasters managed with or handled the challenges?

Traditional media outlets are being forced to innovate and adapt to maintain their relevance in the face of the substantial transformation that the era of digital technology has brought about in the landscape of television broadcasting. To stay up with the quickly shifting preferences of viewers and the rapid improvements in technology, television stations in Malaysia have been forced to reassess their broadcasting techniques. Within the scope of this study, the strategic solutions that Malaysian broadcasters have adopted to navigate the digital era are investigated, and the methods that have been utilized to handle new issues are analysed.

In addition, it investigates the processes that these broadcasters have utilized to overcome or lessen the impact of challenges encountered on their path toward digital integration and sustainability. The subsequent theme emerges from the research data extracted through the interview sessions conducted via face-to-face and online mediums.

Multi-Platform Digital Transformation

Malaysian broadcasters are undertaking a big digital transformation by adopting innovative strategies and solving growing difficulties. Malaysia is conducting this transition. The insights provided by the informant highlight their proactive efforts to successfully integrate digital technology, diversify content, and respond to the demands of the audience. In the ever-changing landscape of the media industry, this evolution places broadcasters in a position to continue to be profitable, relevant, and competitive.

The following is a comprehensive analysis of the findings of the research, which is organized according to the sub-themes and includes quotations from informants to illustrate individual points:

Adaptation to Digital Platforms

The adoption of digital platforms has been an essential component for broadcasters' efforts to accommodate consumers' needs for content that is both accessible and engaging. Over-the-top (OTT) platforms, social media, and mobile applications are actively integrated by Malaysian broadcasters as a means of supplementing their traditional offerings. The following extracts reveal the informant statements:

“At RTM, we’ve already made changes towards OTT, where we have RTMKlik to compete with other stations and also on social media...” (KBR, Department of Broadcasting)

“Yes, that's right, we at TV3 Sri Pentas Bandar Utama are very aware of the current development of digital technology because as one of the main television stations in Malaysia, we always follow the development of digital technology because it is one of our core businesses...” (ABI, Media Prima Berhad)

“Programs that have already been aired will be replayed on the YouTube platform, making them accessible on several platforms, including its network.” (AFY, Media Prima Berhad)

“Astro Oasis Channel is a television program that has been running for a long time; they consider it successful if people share more information about it. Currently, everything has the potential to become viral...” (ABA, Astro Malaysia)

Content Diversification

Broadcasting companies are modifying material to cater to the preferences of a wide range of audiences. Broadcasting companies typically accomplish this by reformatting lengthy programs into shorter, platform-specific portions. The statements made by the informant are revealed in the following excerpts:

“Jejak Rasul program comes out on TV for 30 minutes, but if it comes out digitally on YouTube, it might be divided according to capsules and customer needs.” (MII, Media Prima Berhad)

“If we record a program that is half an hour long, we have to divide it up into smaller segments for Instagram and TikTok.” (ABA, Astro Malaysia)

Technological Advancements

Broadcasters are utilizing artificial intelligence (AI), live streaming, and automation to streamline procedures and improve engagement. Tools like ChatGPT enable real-time efficiency in news generation and audience interaction. The following extracts reveal the informant statements:

“At the same time as sports events are being televised, for instance, we also stream them concurrently on social media websites like Facebook.” (ABH, Department of Broadcasting)

“Every time we read the news, the word or the news will come out and there are other people who operate it manually but now it is no longer because with the existence of digital technology we can control ourselves at our own pace...” (ABI, Media Prima Berhad)

“In terms of effectiveness, I must admit that it is extremely fast. The meaning of that change is that if we train journalists to adapt AI technology like ChatGPT in a day, we have already begun to use the technology and will continue to improve it.” (HAH, Astro Malaysia)

Multiplatform Media Strategy

It is essential for broadcasters to have a multiplatform strategy to satisfy their audience's requirements. Platforms like Astro Go and Sooka highlight the shift from traditional television to a more comprehensive digital ecosystem. The researcher finds below a selection of excerpts on these sub-themes:

“...we ought to be aware of broadcast television programs that are being produced and broadcast through various platforms, such as a live streaming channel over the internet, a mobile application, and official YouTube Channels.” (RSO, Department of Broadcasting)

“Undoubtedly, the statement holds with Malaysian Broadcast Stations' current digital technology development. Indeed, we have seen that our existing offerings just consist of television broadcasts. However, we must expand our services to align with the present demands...” (AFY, Media Prima Berhad)

“As far as digital initiatives go, Astro isn't limiting itself to TV customers alone; for example, we have the Astro Go app and the Sooka app.” (EBR, Astro Malaysia)

Organizational Resource Optimization

The findings of this study shed light on the strategic significance of performance evaluations, resource optimization, and commercial viability in contemporary media management. It is possible for media companies to maintain operational efficiency, financial stability, and audience engagement by matching their organizational aims with these topics. Presented below is a condensed report on the findings of research conducted on the optimization of organizational resources, along with extensive informant quotations for each sub-theme:

Performance Evaluation

When it comes to maintaining the quality of the material, aligning with the preferences of the audience, and optimizing operational processes, performance evaluation is necessary. For evaluating and improving performance, media organizations utilize a variety of methodologies, including ratings, post-production evaluations, and evaluations that are specific to certain programs. The statements made by the informant are revealed in the following excerpts:

“Subscription to ratings provides insights into viewership patterns, including hourly audience metrics, demographic information, and occupational data... This data is utilized for programming requirements.” (KBR, Department of Broadcasting)

“Ratings act as a benchmark to assess the level of acceptance of our program.” (ABH, Department of Broadcasting)

“...we call a Program Community Meeting to assess whether this program is able to provide returns or not.” (AFY, Media Prima Berhad)

“Every time the news is produced, for example, Buletin Utama, we will have a postmortem to assess... whether it is human error or technological error.” (ABI, Media Prima Berhad)

“Consequently, we shall enhance the ratings and evaluate the necessary adjustments. For instance, the public prefers young performers... therefore, we will implement some modifications.” (ABA, Astro Malaysia)

Resource Optimization

The optimization of resources encompasses not only human capital but also savings in terms of finances, technical advancements, and operational efficiency. The ability of media organizations to manage constraints while preserving quality is demonstrated by strategies such as outsourcing, cross-channel collaboration, and the multifunctionality of staff members. Several extracts from the following text reveal the statements that were made by the informant:

“Outsourcing may further decrease costs... We may seek qualified experts in the field and compensate them to avoid incurring overtime or staffing costs.” (AFY, Media Prima Berhad)

“Media Prima prioritises utilising existing personnel over recruiting new staff. Historically, an Executive Producer managed a single show, but now they oversee two to three shows concurrently.” (MII, Media Prima Berhad)

“This system needs to be updated regularly. To ensure our users and audience get what they need, we can keep improving.” (HAH, Astro Malaysia)

Commercial Viability

To achieve financial viability, it is essential to both adapt to the behaviours of the audience and monetize the material. The incorporation of paid slots, the evaluation of return on investment, and the utilization of digital platforms for additional revenue streams are all included in this. The statements made by the informant are revealed in the following excerpts:

“...commercial elements are now incorporated into our programs broadcast in the morning, evening, and on weekends, such as paid slots.” (HMK, Department of Broadcasting)

“Each program... should think about the potential of sponsorship and the reported ROI. Program budgets need to be evaluated in a monthly meeting.” (AFY, Media Prima Berhad)

“To avoid the risk of the show appearing as an advertisement... we have a pitching or negotiation process with the client.” (MII, Media Prima Berhad)

“Viewers now barely last a minute. Videos must be brief and engaging... Adapting and updating technology systems regularly is crucial.” (HAH, Astro Malaysia)

Challenges in Digital Implementation

The use of digital technology presents several problems, including those pertaining to risk management, cultural sensitivity, financial limits, and the provision of training. The insights that were provided by the informants highlight the intricacy and interconnectedness of these themes, emphasizing the significance of strategic planning, ethical considerations, and resource optimization to achieve sustainable digital transformation. The following sub-themes define the issues we are facing.

Risk Management

The identification, evaluation, and resolution of potential hazards are the primary focuses of risk management, which is an essential component of digital implementation. Informants' information illustrates the complex nature of hazards, which encompass operational, reputational, financial, and technological elements.

Assessment in a proactive manner: to reduce the likelihood of potential risks, organizations rely on trials, pilot sessions, and validation procedures. Considering potential dangers to the credibility of the program and the flow of operations, risk assessment considers operational risk.

Technology risk: the incorporation of complex technologies such as artificial intelligence (AI) brings with it both financial and operational risks, highlighting the importance of conducting a thorough cost-benefit analysis. The statements that were made by the informant are revealed in a few excerpts from the following quotes:

“No one's output will be great if you measure it against 100%. In my opinion, there is no such thing as a perfect production; there will always be some small risk that we must take.” (KBR, Department of Broadcasting)

“We will conduct a trial... to see if it meets our expectations. Despite this, we must welcome threat as our partner in our struggle.” (AFY, Media Prima Berhad)

“Each program that airs on television must first be validated...we'll go through a negotiation or pitching process with the client.” (MII, Media Prima Berhad)

“AI systems aren't cheap, and basic systems aren't very useful unless you subscribe. That might have some monetary and risky consequences.” (HAH, Astro Malaysia)

“The interpretation of digital media lacks stringent regulations akin to those imposed on television. We must consistently exercise caution.” (EBR, Astro Malaysia)

Cultural Sensitivity

To successfully apply digital solutions across a wide range of societies, cultural understanding is necessary. Ignoring cultural dynamics leads to resistance, misunderstandings, and a decrease in user acceptance. A few important realizations regarding the cultural significance: Respect for local values is required for content, particularly when dealing with delicate subjects like religion; regarding regulatory issues: The use of AI presents concerns around the management of data that is susceptible to cultural sensitivity and the ability to adapt: The methods of pitching ensure that the material meets the expectations of both the customer and the audience. Several extracts from the following document reveal the statements that were made by the informant:

“We will really have a pitching or negotiation process with the client. We don't want to be overly pushy in the integration process.” (MII, Media Prima Group)

“Religion is an exceptionally sensitive subject...individuals ought to be concerned about this matter.” (ABA, Astro Malaysia)

“The system has access to sensitive company data, implying regulatory risks associated with AI systems.” (HAH, Astro Malaysia)

Financial Constraints

Financial resource restrictions heavily impact the adoption of digital technologies. The prohibitively high costs of implementation and maintenance present difficulties, particularly for organizations of a smaller scale. The following are some key insights regarding the optimization of the budget: Extremely simple methods are used to get high ratings even when resources are limited; strategic adaptation: business strategies help lower financial risks and attract sponsors; and cost-intensive technologies: advanced AI systems need a lot of money, which makes it hard for organizations that are short on resources. The statements made by the informant are revealed in the following excerpts:

“The strategy implemented thus far has resulted in numerous clients recognizing the presence of Islamic programs.” (MII, Media Prima Berhad)

“We possess funds sufficient for only three cameras.” (ABA, Astro Malaysia)

“AI systems aren't cheap, and basic systems aren't very useful unless you subscribe.” (HAH, Astro Malaysia)

Training and Skill Development

The development of a competent labour force is necessary to make effective use of digital instruments. A lack of training and opportunities to improve skills hinders the promise of digital transformation. The following are some of the key insights that were discovered: Continuous learning: Structured pay plans and intensive training initiatives are essential for workforce refinement; technological adaptation: rapid advancements in artificial intelligence and social media require ongoing skill enhancement; and organizational relevance: Focused training equips staff to navigate risks and maximize digital opportunities. The informant's remarks are evident in a few snippets from the following quotes. These excerpts are as follows:

“We could implement a compensation structure based on specific commitments, thereby optimizing available resources.” (AFY, Media Prima Berhad)

“We need more training and education when working with systems and the most recent software.” (ABI, Media Prima Berhad)

“Everything has the potential to become viral...we need to develop more material for social media.” (ABA, Astro Malaysia)

“If we train journalists to adapt AI technology like ChatGPT in a day, we have already begun to use the technology.” (HAH, Astro Malaysia)

The use of digital technology presents several problems, including those pertaining to risk management, cultural sensitivity, financial limits, and the provision of training. The insights that were provided by the informants highlight the intricacy and interconnectedness of these themes, emphasizing the significance of strategic planning, ethical considerations, and resource optimization to achieve sustainable digital transformation.

CONCLUSIONS

This study highlights how Malaysian television stations are navigating digital transformation by adopting multi-platform strategies, optimizing resources, and addressing challenges such as financial constraints and workforce training. The findings emphasize the importance of technological innovation, content diversification, and strategic planning in ensuring sustainability and audience engagement in the digital era.

The broadcasting industry has been significantly impacted by the rapid advancement of digital technology, which has redefined the way content is produced, distributed, and consumed. Within the context of navigating the opportunities and challenges presented by digital innovation, this study sheds light on the transformation that has taken place within Malaysian television stations.

Multi-platform approaches have been adopted by broadcasters, which involve the integration of over-the-top (OTT) services, social media, and artificial intelligence technologies to improve audience engagement and operational efficiency. At the same time, they are confronted with significant challenges, such as financial constraints, the workforce's readiness, and cultural sensitivity in the delivery of content.

In a landscape that is becoming increasingly competitive, Malaysian broadcasters demonstrate resilience and adaptability by concentrating on the strategic management of resources, audience insights, and the diversification of content. The findings of this study contribute to a better understanding of the digital transformation that is occurring in the broadcasting industry and provide insights that can help industry stakeholders develop profitable strategies for future expansion.

Further research should investigate the impact that emerging technologies like virtual reality (VR), augmented reality (AR), and blockchain play in changing content distribution and audience interaction in broadcasting. The following are some proposals for further research that should be investigated in future studies. We are investigating emerging technologies, and this is the initial phase of the process.

Comparing the ways that broadcasting industries in Southeast Asian countries nearby have gone digital can help us learn about the best ways to work together and find common ground. In addition to this, the study can provide information about the opportunities for collaboration. It is possible to do this kind of analysis across regions, which is the second sort of study.

Furthermore, focus on audience behaviour that requires further research. This research could delve deeper into the changing preferences and consumption patterns of various audience segments, with a particular emphasis on demographics that are underserved or niche. Finally, consider workforce development. This involves determining the extent to which training programs and initiatives aimed at capacity building successfully prepare media professionals to meet the challenges posed by this. Future research could build on the conclusions of this study by addressing these areas, thereby strengthening the broadcasting business's ability to adapt more effectively to the digital age.

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